

Management Achievements: Stephen Fulling as the Director of ITS

Stephen Fulling has served as the director of ITS since March 2002 and leaves the State for a position with private enterprise in January 2004. Over that time period the division has achieved a number of significant accomplishments with Steve's leadership.

Planning

Organizational Roadmap: The *ITS Organizational Roadmap* report was prepared to provide a vision of what ITS should look like as the organization matures and develops. The report is a three-year roadmap with fifteen strategic objectives for moving the organization from current levels of performance and maturity to an organization that has improved process discipline and is better aligned with the requirements of customers and stakeholders.

Strategic Planning Process: A process for overall strategic planning has been implemented within ITS that enables ITS to align strategic objectives with requirements from agencies to form a longer-term planning and implementation window. Plans focus on setting vision, providing high-level contextual strategies, and translating those strategies into action in the form of well-defined justification and implementation projects.

Project Prioritization and Scoring: Portfolio management principles have been initiated within ITS with many benefits in terms of project investment priorities and focus. A process was implemented to score and analyze proposed ITS projects to ensure that projects are strategically aligned and have a sound business case before the commitment of resources.

Development of Product Families for ITS Products: ITS has established product families for all ITS products as a key component of an overall product management process that integrates with project and portfolio management, and the rate development process.

Communication and Collaboration with Customers, Stakeholders, and Employees

Refocusing on the Customer: ITS management has made a significant effort to refocus ITS management and employees on the importance of becoming a customer driven organization that places customer satisfaction as a number one priority.

Relationships with Agencies and Stakeholders: ITS has implemented meetings and communication opportunities to strengthen relationships with agency IT and business leadership. Communication with key oversight groups such as the Legislature, Governor's office, and the Utah Technology Commission have become an important ongoing process. Relationships with key business partners such as UII, UCAN, and UEN have also been improved and have resulted in new partnering opportunities and joint projects.

Improving ITS Employee Satisfaction: ITS implemented an organizational development (OD) process which assessed employee concerns and recommendations for ways to improve management and employee relationships as a component of improving services to customers. The OD effort remains as a substantial initiative within the division.

ITS Branding and Marketing: A new ITS logo was developed, as was the overall theme of "customer driven technology". A statewide open house was sponsored by ITS in December 2003, as a component of a larger marketing plan to familiarize customers with ITS products and services.

Controlling, Budgeting, and Rate Development

Improved Budgeting and Financial Controls: ITS has made substantial improvements to internal budgeting, procurement, and contracting processes. ITS financial reports have been realigned to provide managers with information essential for them to manage their businesses within ITS. The FY2005 budget was organized by product families rather than arbitrary organizational structures to enhance budget transparency for customers and stakeholders.

Rate Development: ITS has benchmarked its rates for services with other states of similar size. ITS has completed the first phase of a comprehensive study that aligns costs and revenues with product families. In FY2004 ITS began the process of rate transparency and the development of rates by ITS product families. This will result in a comprehensive change to the ITS rate process that supports rate transparency for customers. A capable rate development process has been implemented that involves, employees, customers, and stakeholders.

Organization and Staffing

Functional Reorganization of ITS: ITS was reorganized consistent with best practices for IT service delivery organizations with an emphasis on functional effectiveness and efficiency. New sections for Customer Support, Client Services, and Application and Platform Engineering were formed. There has been a concerted effort to move personnel into areas of core competency and to eliminate organizational structures based technology silos.

Product Management Implementation: A product management group was formed that is responsible for reviewing existing ITS products, developing new products that are better aligned with customer needs. The group ensures that products are consistently integrated with overall ITS strategic directions from strategic plans and the *Roadmap* document.

Project Management Implementation: A core group of professional and experienced project managers to coordinate enterprise and large divisional projects where ITS plays a significant roll. Professional project management will reduce risks of over expenditure, mission creep, and project failures. Projects will have better defined relationships with ITS service and infrastructure products.

Service Delivery Model Implementation: A tiered support organization was implemented to provide improved handling of support issues for customers. In this support model, organizational functions are placed in an escalation hierarchy with clear lines of demarcation between functions to ensure that responsibilities and duties are clearly defined. This has resulted in a substantial measured improvement in customer satisfaction with ITS support services.

Building Infrastructure

Improved Directory Services: Enterprise directory services were identified as an essential building block for many ITS products. The Utah Master Directory (UMD) was released into production in FY2003 and forms the basis for a master authentication directory for access to state computing resources of all kinds, including access to application. The UMD has been integrated with State human resources data and will include employees from all branches of government.

Enterprise Wireless Authentication and Security Model: A wireless authentication and security model has been developed that uses the UMD and provides a single method of wireless authentication and security that can be used anywhere in the State.

eREP (Eligibility Reporting): eREP is the State's largest application development project. ITS has been extensively involved with the eREP team in RFP preparation, architecture specification, and implementation of infrastructure for production, acceptance testing and development environments. ITS has provided ongoing operational coordination with the eREP team as the project has moved through development, testing and production stages.

Utah Wireless Integrated Network (UWIN): ITS has participated with public safety and other agencies providing wireless services to employees and constituents to develop UWIN. UWIN will provide a seamless wireless network in all areas of the state in direct support of public health and safety. UWIN leverages existing wireless and wired network resources, and statewide authentication such as the UMD. The Governor signed an executive order establish the UWIN governance board in November 2003.

Reporting and Measurement

Operational Metrics Implementation: Work on performance metrics that commenced in FY2002 has resulted in a more comprehensive reporting structure to measure the effectiveness of ITS products and services. The goal has been to provide employees and customers with objective data on service delivery, and the opportunity to see how services are performing. The measurement group has been integrated into Operations and is responsible for measurement and capacity planning.